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PROGRAMME PLANNING AND IMPLEMENTATION

Country, intercountry and global programmes

FIFTH COUNTRY PROGRAMME FOR SIERRA LEONE

Programme period	Resources	$
January 1993-December 1997	Net IPF	43 418 000
	Estimated cost-sharing	436 000
	Total	43 854 000

CONTENTS

		Paragraphs	Page
I.	DEVELOPMENT SITUATION, OBJECTIVES AND STRATEGIES	1 - 8	2
	A. Current socio-economic situation	1 - 3	2
	B. National development objectives and strategies ...	4 - 8	2
II.	EXTERNAL COOPERATION	9 - 12	4
	A. Role of external cooperation	9	4
	B. Coordination arrangements	10 - 12	4
III.	THE COUNTRY PROGRAMME	13 - 42	5
	A. Assessment of ongoing country programme	13 - 15	5
	B. Proposals for UNDP cooperation	16 - 34	5
	C. Assistance outside the main areas of concentration of the country programme	35	10
	D. Implementation and management arrangements.....	36 - 42	11

Annexes

I.	Financial summary	12
II.	Programme matrix	14

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I. DEVELOPMENT SITUATION, OBJECTIVES AND STRATEGIES

A. Current socio-economic situation

1. Sierra Leone is endowed with considerable mineral resources (gold, diamonds, rutile and bauxite) and an ample supply of cultivable agricultural land and rich fisheries. Yet, despite this richness in natural resources and a constant flow of external assistance over the years, Sierra Leone has not achieved the necessary economic growth and development to bring about a fundamental and meaningful improvement in the standard of living of the majority of its population of 4.2 million, which is growing at an annual rate of 2.7 per cent. Its per capita income declined gradually from $338 in 1985 to $220 in 1991; disparities in income distribution widened and physical and social infrastructures deteriorated. The poor condition of rural roads and some trunk roads has severely restricted farmers' capacity to transport their produce to markets, thereby contributing to high food prices in urban areas.

2. The main reasons for the poor economic performance, especially over the past decade, have been fiscal imbalances; a weak revenue base; recourse to extra-budgetary expenditure and excessive deficit financing, which were coupled with weak or non-existent expenditure controls; poor stabilization efforts; declining diamond exports due to smuggling; falling agricultural production; and deterioration of the communication, energy and transport infrastructures.

3. The deterioration in the economic situation has tremendously affected the lives of both urban and rural populations. About two thirds of the population now lives in absolute poverty; rural communities have poor education and health care systems; and urban living has become extremely difficult. Sierra Leone has among the highest infant and maternal mortality rates, 149 per 1,000 live births and 1,000 per 100,000 live births, respectively; life expectancy is 42 years; the adult literacy rate is 21 per cent (11 per cent for females and 31 per cent for males); and the country ranks next to last on the UNDP human development index. While urban communities have access to limited basic economic and social facilities, rural life is essentially at the subsistence level, with the sole exceptions being the mineral-rich areas, which have also been adversely affected by the ongoing civil war in neighbouring Liberia. All of these factors contribute to the country's socio-economic situation.

B. National development objectives and strategies

4. From independence in April 1961 until 1972, Sierra Leone achieved a steady growth rate of 5 per cent per year. However, starting with the global oil crisis in 1973, its economic situation began to deteriorate and by 1986 it reached a stage where the Government had to approach the World Bank and the International Monetary Fund (IMF) to initiate a structural adjustment programme (SAP) which was complemented by the Government's own Economic Recovery Programme (ERP) and Public Investment Programme (PIP).

5. From 1979 to 1989, Sierra Leone had no formal national development plan and no policy framework to provide the basis for investment strategies and sectoral interventions. In 1989, with the assistance of the IMF and the World Bank, the

Government developed a Policy Framework Paper (PFP) for the 1990/91-1992/93 period which focused mainly on short-term macroeconomic adjustment policies: external sector policies (foreign exchange and debt management); fiscal policies (revenue and expenditure); a pricing policy; and public enterprises and public service reforms. The PFP also provided directives for such key sectors as agriculture and fisheries, mining, manufacturing, tourism, education, health, energy and water resources management. Satisfied with the reform measures undertaken by the Government under the PFP, the IMF and the World Bank concluded a Rights Accumulation Programme and a Reconstruction Import Credit programme. With the scheduled implementation of these programmes, the real gross domestic product (GDP) is expected to grow by about 5 per cent per annum over the 1992/93-1994/95 period, after having suffered a sharp decline of 5 per cent in 1991/92. The National Provisional Ruling Council, which was set up after a faction of armed forces took over from the ruling All Peoples Congress Party on 29 April 1992, is committed to the understanding reached with the World Bank and the IMF. The Government's development programme for the next 5 to 10 years will therefore focus mainly on: infrastructure rehabilitation, national capacity-building, establishment of a sustainable democratic system, human resources development, food production and security and poverty alleviation.

6. In recognition of the comparative advantage of UNDP in addressing long-term reforms, strategies and policies issues, the Government seeks UNDP support to build national capacity in three key areas: development planning, management and governance; human resources development; and integrated rural development. All programme activities will focus on human resources development and poverty alleviation in order to minimize the social costs of the SAP.

7. In order to equip itself with a macroeconomic policy framework, the Government will elaborate a national plan for macroeconomic development and related sectoral policies and strategies. To provide a basis for building a sustainable democratic system, it will carry out civil service and public sector reforms. To promote human resources development, the Government will strengthen its social sectors including improved access to quality education and primary health care (PHC) and grass-roots rural development with enhanced participation of local communities and institutions. Since the majority of the population lives in rural areas and depends on agriculture, the Government's objectives are to increase food production and security and maximize revenue from agricultural exports and fisheries. The Government is also committed to developing a national environmental action plan to ensure sound management of natural resources and the environment.

8. The National Provisional Ruling Council, noting the concerns of the donor community regarding the ongoing regional conflict and its impact in Sierra Leone, has indicated its commitment to respecting international norms of human rights and justice. In September 1992, an Advisory Council was set up to assist the Council in working out modalities for a return to multi-party democracy, in order to ensure broader and equitable participation of the people in a democratic process.

II. EXTERNAL COOPERATION

A. Role of external cooperation

9. The country's economy relies to a significant degree on external cooperation for its development financing. In 1990, the total external assistance of $72.9 million accounted for about 90 per cent of the 1989/90 development budget. Of this, grants accounted for 76 per cent and the rest were concessional loans. Of total external assistance, $19.8 million, or 27 per cent, was for technical cooperation. The major donors, who together contributed 80 per cent of the total aid included the European Economic Community (EEC) and the Governments of China, Germany, Italy and the United States of America. The focus was on agriculture, forestry, fisheries, transport and communications, with some attention given to health, social development, human resources development and energy. During the same period the United Nations system contributed $10.3 million, or 14.2 per cent of the total external assistance. Of this, $4.1 million, or 21 per cent of all technical cooperation was provided by UNDP.

B. Coordination arrangements

10. While the Government has the primary responsibility for planning and coordination, there is no central aid coordination mechanism. The Department of Finance, Development and Economic Planning coordinates the assistance from UNDP and all economic aid, including assistance from the Governments of France and Germany. The National Aid Coordinating Secretariat coordinates aid from the United States and the National Authorizing Office, attached to the State House, coordinates aid from the EEC. Aid from all other bilateral sources is managed by the Department of Foreign Affairs. The Government has decided to take the necessary measures to improve its aid coordination mechanism and requests UNDP technical cooperation to strengthen its capacity in this area.

11. Although Sierra Leone has participated in the round-table process, due to its present social and economic situation and its ongoing negotiations with the World Bank and IMF for long-term assistance for economic recovery, the Government has requested the World Bank to organize a Consultative Group meeting and would like both UNDP and the World Bank to assist. The Government seeks UNDP support to organize and lead the sectoral and cross-sectoral consultations in such social disciplines as education, health, poverty alleviation and agriculture and rural development.

12. The United Nations Population Fund (UNFPA) has already synchronized its programme with the fifth country programme (1993-1997). With the support of the United Nations resident coordinator, the operational programme activities of the other members of the Joint Consultative Group on Policy (the United Nations Children's Fund (UNICEF), the World Food Programme (WFP) and the International Fund for Agricultural Development (IFAD)) will also be coordinated.

III. THE COUNTRY PROGRAMME

A. Assessment of ongoing country programme

13. The mid-term review of the fourth country programme found the following strengths and weaknesses in its implementation.

14. The strengths of the fourth country programme can be summarized as follows. The three areas of UNDP cooperation - public sector management and planning; promotion of food self-sufficiency; and promotion of grass-roots participatory development - were still relevant and continue to be the priorities for economic recovery. Within the framework of public-sector management and planning, UNDP assisted the Government in economic stabilization and structural adjustment efforts; strengthening of key macroeconomic institutions and selected public service enterprises through training, provision of expertise and setting up of management information systems; more efficient management of mineral resources; and, in negotiations with foreign companies, provision of higher levels of royalties, fees and taxes in foreign exchange. In the area of food self-sufficiency, the UNDP programme helped improve the agriculture technology packages to increase yields in food crops; introduced storage and processing techniques to reduce post-harvest losses; and reduced crop losses through strengthening crop protection services and extension networks. Increasing the potential nutrition intake was pursued through the introduction of improved fishing techniques and equipment at the artisanal level. The UNDP programme also helped promote grass-roots participatory development by supporting integrated labour-intensive rural works programmes for the provision of essential infrastructures; growth centres for training and promotion of rural small-scale entrepreneurship and the establishment of credit facilities; and crop processing centres and pilot reforestation schemes for farmers. Credit facilities for urban small-scale entrepreneurs were initiated as well.

15. The mid-term review identified the following constraints to implementation: poor performance of the public sector; lack of adequate management systems and processes; lack of skilled and motivated civil servants; an overall short-term focus on training, budgeting and decision-making; poor interaction and coordination between the ministries and public-sector entities; ineffective development coordination; and difficulties in assigning qualified national counterparts due to low level of civil service remuneration and lack of adequate training activities. In order to reinforce true national capacity-building, the mid-term review recommended public sector reform; use of national expertise; on-the-job training in lieu of long-term training abroad; and other measures leading to national execution.

B. Proposals for UNDP cooperation

1. Preparatory process

16. The programming process began with the recommendations of the mid-term and annual reviews of the fourth country programme and the UNDP advisory note. In the absence of a comprehensive national development plan to determine priority areas for the UNDP fifth country programme, the Government reviewed the recommendations of various national workshops and seminars (education,

agriculture, fisheries, livestock, environment, women in development, export promotion and private-sector development) and sectoral reviews organized with the help of UNDP and United Nations specialized agencies.

2. Strategy for UNDP cooperation

17. The proposals for UNDP cooperation take into account the provisions of General Assembly resolution 44/211 of 22 December 1989 and the priority areas enunciated in UNDP Governing Council decision 90/34 of 23 June 1990. They respond to the specific needs of Sierra Leone with regard to the building and strengthening of national capacity. The proposals also take into account UNDP comparative advantages: the catalytic nature of assistance; its multisectoral and interdisciplinary approach; its access to a vast store of knowledge and competence within the United Nations system and to a global network of experts; the regional dimension of its various programmes; its experience in the identification of technical cooperation needs; and its expertise in resource mobilization and coordination. The fifth country programme, the IMF Rights Accumulation Programme and the World Bank Reconstruction Import Credit programme will be mutually reinforcing.

3. Proposed UNDP cooperation in selected areas of concentration

18. In order to achieve its national objectives and taking into account UNDP comparative advantages, the Government seeks UNDP cooperation in building national capacity in the following areas of concentration under the fifth country programme: development planning, management and governance; human resources development; and integrated rural development, agriculture and natural resources management.

Development planning, management and governance

19. National development objectives and programmes. The Government aims to build and strengthen its national capacities in order to attain sustainable development and provide the basis for a democratic system. The main focus will be on formulation of a macroeconomic policy framework; stabilization of the economy through economic liberalization and a free market mechanism; and reform of public services and public enterprises.

20. UNDP cooperation. UNDP support is being sought for strengthening human resource and institutional capacities in the areas of macroeconomic policy formulation, planning and coordination; strengthening national capacity for resource mobilization and aid coordination; promoting public service and public enterprise reforms and private-sector development; and creating a basis for transition to participatory democracy and multi-party elections. To address these issues, the capacity of the following institutions needs to be strengthened: the Budget Division and the Accountant General's Division in the Department of Finance, Development and Economic Planning, in order to foster accountability; and the Central Planning Unit and Central Statistics Office, in order to establish a database on social and economic development. UNDP interventions in this area of concentration will address such major thematic

objectives as management development, technical cooperation among developing countries (TCDC), transfer and adaptation of technology and Transfer of Knowledge Through Expatriate Nationals (TOKTEN).

21. Expected results. UNDP cooperation is expected to result in strengthened institutional and human resources capacity to identify, formulate, implement and follow up on policies and strategies for sustainable development; improvements in the civil service; a better environment for the expansion of private sector; and a constitutional, judicial and executive framework to serve as a basis for a sustainable democratic system.

22. Complementary assistance. UNDP intervention will form part of a collaborative effort of donors. The World Bank, through its Reconstruction Import Credit programme, will provide $43.4 million to improve fiscal management through expenditure controls, revenue enhancement, public service improvement (reduction in size and increase in salaries) and public enterprise reforms; the IMF Rights Accumulation Programme will focus on macroeconomic stabilization measures (exchange rate, trade, fiscal and monetary policies); the Commonwealth Fund for Technical Cooperation (CFTC) will help improve management and governance, focusing on the Department of Finance, Development and Economic Planning and the Department of Justice; the Overseas Development Administration (ODA) will assist in improving fiscal competence and accountability; and the EEC will provide technical cooperation to the Finance Division of the Department of Finance, Development and Economic Planning.

Human resources development

23. National development objectives and programmes. With a view to achieving sustainable development, the Government aims to build and strengthen its national capacity for the promotion of human resources development. Both the education and health sectors face a number of major problems, including lack of a government policy and reliable data; rising costs and under-financing; and inadequate or poor infrastructure. The low levels of social development are reflected in very high adult illiteracy, declining enrolment, high infant, child and maternal mortality rates and low life expectancy. In order to alleviate poverty and improve social conditions of a vast majority of the population, the Government's efforts will focus on improved access to quality education at the grass-roots level and the development of a unified and more efficient PHC system, with emphasis on the provision of essential drugs, vaccines and contraceptives. The Government's policy objectives in the education sector are oriented towards basic education, with an emphasis on increasing enrolment at the primary level in rural areas. In the health sector, the Government seeks to support policy formulation, PHC development, information and financing systems, training and infrastructure rehabilitation and maintenance, with an emphasis on strengthening management services and delivery systems, including family planning.

24. The Government is committed to the goals of the World Conference on Education for All and the World Summit for Children. It hopes that by the end of the current programming cycle, the literacy rate will be higher than the present 21 per cent and the primary school enrolment rates will have increased from 53 per cent (girls, 40 per cent) to 75 per cent (girls, 50 per cent). The national health targets include a reduction in the infant mortality rate from

154 to 70 per 1,000 live births, the under-five mortality rate from 260 to 130 per 1,000 and the maternal mortality rate from 630 to 310 per 100,000 live births.

25. UNDP cooperation. UNDP interventions in this area of concentration will include a multi-faceted development component consisting mainly of education, health and alleviation of poverty, with a coherent set of interrelated and mutually reinforcing activities. The focus will be on grass-roots participation, and the role of women in development will be encouraged by providing access to credit and involvement in decision-making. In the education sector, UNDP assistance is sought in: the elaboration and implementation of a national education policy; curriculum development; teacher training; rehabilitation of infrastructure, especially in rural areas (in cooperation with the United Nations Capital Development Fund (UNCDF)); and vocational training and adult literacy (for informal sector, out-of-school youth, the rural population and urban and rural women). In the health sector, UNDP support is sought to: (a) assist in the elaboration and implementation of a health strategy aimed at making basic health services accessible to all Sierra Leoneons, especially those living in rural communities and poor urban areas, and development of preventive programmes; (b) provide United Nations Volunteers (UNV) medical personnel, including general medical practitioners, specialists and community health technicians to meet the immediate human resource requirements (UNCDF will provide capital assistance); and (c) assist in forecasting and planning for the future social and economic impact of the human immunodeficiency virus/acquired immune deficiency syndrome (HIV/AIDS) and in implementing the Government's Medium-Term Plan for the Prevention and Control of AIDS, in particular its information, education, communication and surveillance components.

26. Expected results. UNDP cooperation will help achieve the following: in the education sector, an operational national education policy, a more realistic education curriculum and an improved literacy rate for males and females; and in the health sectors, an operational health strategy, increased availability of medical personnel, especially in rural areas, and a plan of action to combat the social and economic impact of the HIV/AIDS epidemic.

27. Complementary assistance. In the education sector, WFP support, through its Institutional Feeding Project ($9.1 million), will increase the enrolment and attendance in primary schools, and permit secondary schools to remain open throughout the academic year. The African Development Bank (AfDB) and the African Development Fund (AfDF) are financing a project to improve basic education and technical and vocational training. The EEC will provide $9 million for educational training. The World Bank, through its resumed International Development Association (IDA) credit of $18 million, will help improve and expand primary education facilities. In collaboration with WFP, UNICEF and UNDP, UNCDF will assist in the rehabilitation and construction of schools.

28. In the health sector, UNICEF, the World Health Organization (WHO) and UNFPA will assist, especially at the district level, in improving PHC, including maternal and child health, national family planning, immunization, control of diarrhoeal diseases and respiratory infections, essential drugs and environmental health. The UNFPA country programme of $5 million will run

concurrently and be coordinated with the UNDP fifth country programme in the areas of information, education and communication, basic data collection and women in development. WHO collaborative programmes for 1992/93 to 1994/95, totalling $3 million, will support data collection, training and water supply and sanitation. WHO will provide an additional $1 million for the prevention and control of AIDS.

29. AfDB and AfDF have funded a hospital rehabilitation study in the amount of $1.2 million. The World Bank will resume its IDA Health and Population Project totalling $55,064,000 with the following components: policy and institutional reform, improvement of facilities, essential drugs and supplies, health education and training and population policy and programme development. UNCDF will provide capital assistance for water supply and sanitation. WFP will provide $10.4 million, through its Institutional Feeding Project, for PHC and nutrition for pre-school children. Locally generated funds from WFP will be used for the improvement of hospitals and facilities in health institutions. The World Bank will provide $1.32 million for the rehabilitation of PHC facilities.

Integrated rural development, agriculture and natural resources management

30. National development objectives and programmes. In order to ensure environmentally sustainable development, the Government seeks support for national capacity-building for participatory and community approaches; involvement of women in development; poverty alleviation; and environmental and natural resources management. The Government is committed to increasing the production of rice, other food and cash crops, livestock and fish and to saving the environment from extensive degradation by focusing on the following national priorities: reduction of deforestation, soil erosion and overexploitation of marine resources; prevention of air and water pollution; prevention of dumping of toxic and hazardous wastes; improving the poor housing and unsanitary environmental conditions in the major urban centres; and ensuring that domestic industrial and other wastes are disposed of in an environmentally sound manner.

31. UNDP cooperation. UNDP cooperation is sought under the following three subsectors:

(a) Agricultural production and food security, to: increase productivity levels and food security of small farmers; support rice and non-rice food-crop production and processing systems, artisanal fisheries, livestock and agro-forestry; strengthen the capacity of the Department of Agriculture, Forestry and Fisheries; strengthen research and training institutions engaged in crops, fisheries and livestock research and development; develop an efficient input supply system through market information, rehabilitation of feeder roads and market centres; develop appropriate credit mechanisms to enable farmers to have easy access to credit and essential inputs; develop simple cost-effective village-level food processing technologies; and establish in the Department of Agriculture, Forestry and Fisheries an agricultural media communication network to complement extension services;

(b) Integrated rural development, to: provide technical cooperation for the rehabilitation and management of such rural infrastructures as roads, schools, hospitals and water supply systems (UNCDF and other donors will provide

capital investment); provide support and training to improve the capability of the Government and non-governmental organizations (NGOs); support joint programme development and management to facilitate integration of donor activities in this area; and provide technical support and training to promote development and growth of farmers' associations and other viable socio-economic groups;

(c) Natural resources management, to: assist in initiating environmental protection strategies; prepare programmes for the management of land and water resources; support the development of a national environmental action plan and create national capacity for its implementation; implement the Tropical Forestry Action Plan through the development of a National Forestry Action Plan and the coordination of activities of other donors; and develop proposals for mobilizing resources for NGOs active in environmental activities.

32. Expected results. Agricultural growth is expected to reach 4 per cent per annum by 1997; the capacity of the Forestry Department to implement and manage the forestry resources will be enhanced; fisheries resources will be utilized on a sustainable basis; fresh fish will be marketed in most regional centres; and revenue from licences for industrial fishing will increase.

33. Complementary assistance. WFP, through its food-for-work mechanism, will provide $8.7 million; UNCDF will provide capital assistance of $2.5 million for the rehabilitation and construction of feeder roads in the Moyamba district; UNICEF will provide assistance in household food security; AfDB will provide $2 million to fund a study of the agricultural sector; the EEC will provide ECU 70 million to support rural development through rehabilitation of roads, community development and agricultural projects; IFAD will provide $16 million, with $4 million in cost-sharing, and the World Bank will provide 13.9 million in Special Drawing Rights, with $16 million in cost-sharing to contribute to agricultural support projects, including infrastructure rehabilitation technology transfer and improved agro-practices (800 kilometres of feeder roads will be built with the support of the World Bank). Agricultural production and development programmes will also benefit from a USAID commodity import programme in the amount of $5 million.

34. The Government of Germany has indicated willingness to provide DM 5.5 million in technical and financial cooperation to survey and protect Gola forests, as soon as the security situation improves in the eastern region. ODA will provide a technical staff member at Njala University to train forestry rangers. The German Agency for Technical Cooperation (GTZ) will fund an expatriate fisheries adviser and the United Nations Industrial Development Organization (UNIDO) will undertake a feasibility study for the harbour complex to service industrial fishing vessels.

C. Assistance outside the main areas of concentration of the country programme

35. Assistance outside the main areas of concentration is not planned.

D. Implementation and management arrangements

36. The Government will be guided by the following principles in the implementation and management of the fifth country programme.

37. In order to enhance the sustainability of development, a participatory approach, through social mobilization and community involvement, will be pursued at all stages of programme implementation.

38. UNDP cooperation in the fifth cycle will be based on broad national macroeconomic and cross-sectoral goals and objectives and will be used to complement and reinforce assistance provided by projects and programmes of other major donors. UNDP support will focus on long-term reforms and strategic and long-term policy issues. During the fifth country programme period, UNDP support will also be given to formulate a long-term national strategy as a future basis for a programme approach to external assistance.

39. National execution will be pursued gradually on a case-by-case basis, given the current lack of adequate national human resources and institutional capacity. It is hoped that by the end of the present programming cycle, the Government will be ready for full national execution of UNDP activities.

40. With UNDP support in aid coordination and management, the Government will establish a central coordination mechanism to ensure proper coordination and management of all external aid and programmes. It will also establish implementation and coordination committees for programme implementation under the various sectoral and subsectoral programmes. UNDP will continue to coordinate the programmes of the United Nations system.

41. In the implementation of the country programme, an increased use will be made of national experts, UNV specialists, TOKTEN, TCDC and the Management Development Programme.

42. The programme will be managed and monitored by the Department of Finance, Development and Economic Planning with UNDP support. It will be reviewed annually and at mid-term, and individual projects will be evaluated regularly.

Annex I

FINANCIAL SUMMARY

I. ESTIMATED RESOURCES (IPF + cost-sharing) TAKEN INTO ACCOUNT FOR PROGRAMMING

(Thousands of dollars)

Carry-over from fourth cycle IPF	(793)	
Fifth cycle IPF	41 426	
Estimated expenditures in 1992	(5 500)	
Estimated IPF resources for 1997	8 285	
Subtotal IPF		43 418
Project cost-sharing (Government)	-	
Project cost-sharing (third-party)	436	
Programme cost-sharing	-	
Subtotal cost-sharing		436
TOTAL		43 854

II. ALLOCATION OF RESOURCES (IPF + cost-sharing) BY AREA OF CONCENTRATION

Area of concentration	IPF	Cost-sharing	Total	Percentage of total resources
Development Planning, Management and Governance	7 452	-	7 452	17.0
Human Resources Development	10 698	-	10 698	24.4
Agriculture, Integrated Rural Development and Environment	14 912	436	15 348	35.0
Subtotal	33 062	436	33 498	76.4
Assistance outside the main areas of concentration	-	-	-	-
Unprogrammed reserve	10 356	-	10 356	23.6
TOTAL	43 418	436	43 854	100

III. COMPLEMENTARY ASSISTANCE FROM OTHER SOURCES USED IN AREAS OF CONCENTRATION

		Thousands of dollars
A.	UNDP-administered funds	
	SPR (MDP)	800
	UNCDF	To be determined
	UNSO	-
	UNIFEM	250
	UNRFNRE	-
	UNFSTD	-
	Subtotal	1 050 a/
B.	Other United Nations resources	
	JCGP participating agencies	
	UNFPA	5 000
	UNICEF	10 041
	WFP	24 650
	IFAD	16 000
	Other United Nations agencies (non-UNDP financed)	2 421
	Global Environment Facility	-
	Subtotal	58 112 a/
	Total non-core and other United Nations resources	59 162 a/
C.	Non-United Nations resources	436
	TOTAL	59 598 a/

a/ UNCDF total not included.

Annex II

PROGRAMME MATRIX a/

Area of concentration	Area of focus					
	Poverty eradication and grass-roots participation in development	Environment and natural resource management	Management development	TCDC	Transfer and adaptation of technology	WID
I. DEVELOPMENT PLANNING, MANAGEMENT AND GOVERNANCE						
Development planning and management			*	*	*	
Development aid coordination			*			
Public sector reform, governance and democratization			*	*		*
II. HUMAN RESOURCES DEVELOPMENT						
Education	*					*
Health	*			*		*
III. AGRICULTURE, INTEGRATED RURAL DEVELOPMENT AND ENVIRONMENT						
Agriculture production and food security	*	*				*
Integrated rural development	*	*				*
Environmental management	*	*				*

a/ Asterisks indicate major linkage only.